

# **Office of Program Analysis and Evaluation Strategic Investments Division Charter**

## **1. Purpose**

The Office of Program Analysis and Evaluation (PA&E) is the independent assessment organization within NASA that provides objective, transparent, and multidisciplinary analysis to inform strategic decision-making. Within PA&E, the Strategic Investments Division (SID) implements NASA's Strategic Management System to ensure that resources are strategically aligned and managed to meet the Agency's goals. SID also provides relevant timely and accurate external reporting on program performance and policy issues.

## **2. Scope**

SID manages Agency-level planning and programming and supports Agency budgeting, execution, and governance. SID works directly with other Administrator staff offices, other PA&E divisions, Mission Directorates, Centers, and Mission Support Offices throughout the Planning, Programming, Budgeting, and Execution (PPBE) process to recommend the most effective portfolio of programs, projects, and institutional resources within the Agency's budget. SID tracks and assesses program performance derived from the following primary legislative and White House governing documents.

- Government Performance and Results Act of 1993 (GPRA)
- NASA Authorization Acts and report language
- Annual Appropriations and report language
- President's Management Agenda (PMA)
- Office of Management and Budget (OMB) Circular A-11 (revised annually)

The above primary governing documents are supported by more detailed written instructions or guidelines, usually updated annually, as well as clarifications developed through discussions between NASA headquarters and the office(s) implementing these documents. SID is a leading interpreter of the requirements as encapsulated in the governing documents, and often produces the detailed written instructions or guidelines in support of these.

NASA also receives recommendations for improvement of its performance management practices from several independent organizations, including the Congressional Government Accountability Office and NASA's Office of the Inspector General. SID assesses options for incorporating these recommendations into NASA's standard practices, and documents the Agency's responses.

### **3. Areas of Responsibility**

SID is responsible for managing the processes and documents associated with NASA's Planning, Programming, Budgeting and Execution activities. SID also develops an overall strategy and performance assessment structure for mission support to ensure the cross-cutting functions that affect mission achievement receive appropriate visibility within the Agency. Further, SID is responsible for developing, tracking and reporting on key Agency performance parameters to the OMB and the Congress.

SID also plans and coordinates the Operations Management Council meetings as Executive Secretary to bring mission support plans and implementation strategies forward for approval by Agency leadership.

#### ***3.1. Strategic Planning***

SID leads the Agency's tri-annual strategic planning process. SID uses the results of PA&E studies and cost analyses, independent analyses, and its own institutional and programmatic evaluations to recommend proposed goals and strategies.

SID leads the development of the following NASA policy documents:

- NASA Strategic Management and Governance Handbook (Co-lead with Office of Program and Institutional Integration); NPD 1000.0A and
- NASA Strategic Plan, NPD 1001.0

#### ***3.2. Budget Formulation and Performance Planning***

SID leads the Planning and Programming phase in the PPBE process to formulate the Agency's annual budget and performance planning process. As part of the Planning phase, SID performs studies and analysis on current mission issues effecting budget. SID develops the Strategic Planning Guidance (SPG) for the Agency, and the Control Account Managers respond with a Programmatic Analysis and Alignment (PAA) Report, and an Institutional Infrastructure Analysis (IIA) Report. SID assesses the reports and brings forward issues in an Agency Issues Book. SID addresses all issues with alternatives and makes recommendations that go forward to Senior Management. Once the decision has been made by the Administrator's Office, SID documents it in a Programmatic Decision Memorandum (PDM). The results of the PDMs form the Agency Budget baseline that is submitted to OMB.

In addition, SID coordinates with the Mission Directorates and Mission Support Offices in developing the programmatic and institutional components of the Office of Management and Budget (OMB) submission, budget negotiations and final settlement. SID co-leads in the budgeting phase with the Office of Chief Financial Officer (OCFO). SID develops the budget justification while OCFO incorporates the budget estimates into the financial database. The final product becomes the Annual Budget Estimates also known as the Integrated Budget and Performance Document (IBPD). The IBPD contains both budget justification and associated performance information and measures.

SID leads the development and production of the following documents and reports:

- Strategic Planning Guidance (SPG),

- Issues Book,
- Program Decision Memorandum (PDM), and
- Annual Budget Estimates (IBPD), which includes the Major Program Annual Reports and the Annual Performance Plan.

### ***3.3. Budget Execution and Performance Evaluation***

As part of the Execution phase in the PPBE process, SID tracks program and project cost, schedule, and programmatic performance to determine when a notification of cost or schedule growth to Congress or OMB is required. SID also reviews draft Operating Plan changes prepared by the OCFO to verify any reported changes to performance, cost, or schedule.

SID also prepares quarterly submissions to OMB on cost and schedule performance, and works with the Mission Directorates to produce breach reports when an OMB or Congressional growth threshold is exceeded and warrants notification.

SID leads the development and production of the following reports:

- OMB and Congressional cost and schedule reports
- Annual Performance and Accountability Report (PAR).
- Program Assessment Rating Tool (PART) submissions

SID keeps the Office of the Chief Engineer (OCE) apprised of external budgeting and performance requirements for inclusion in OCE-developed program management policies. SID develops written independent assessments of program and project performance; contributes to development of the monthly assessment review briefing at the Program Management Council (PMC); and provides Agency senior management status reports, which capture and prioritize issues deserving senior management attention.

## **4. Organization**

SID is organized into two teams: The Programmatic and Mission Support Team, which ensures that programmatic and institutional planning and execution in the Mission Directorates is consistent with the Agency's budget and policies; and the Performance Team, which provides guidance on how to accomplish NASA's goals of meeting legislative and executive requirements, tracking and assessing performance, and producing reports on NASA's plans and performance. As many of SID's functions are cross-cutting, SID analysts are assigned to provide input to analyses crossing functional and organizational elements, as well as to serve as subject matter experts for each of the Mission Directorates, Mission Support Offices, and performance areas.